

ARTICLE APPEARED
ON PAGE 88

WASHINGTON QUARTERLY
CENTER for STRATEGIC and INTERNATIONAL
GEORGETOWN UNIVERSITY
AUTUMN 1982

Ray S. Cline is a senior associate at CSIS and formerly served as deputy director for intelligence at the CIA and director of the Bureau of Intelligence and Research at the State Department. His latest book, The CIA: Reality Versus Myth (Washington: Acropolis Books, 1982), contains an earlier version of this reminiscence.

Ray S. Cline

National euphoria over the successful conclusion of the Cuban missile crisis, argues a former key CIA analyst, at the time may have contributed to decreasing U.S. concern for intelligence assessment in subsequent years.

A CIA Reminiscence

The CIA's deputy director for intelligence (DDI) supervises the sorting and study of the flood of information reaching this country from all sources, sifting the wheat from the chaff, the signals from the noise. He is the highest-ranking full-time intelligence analyst in Washington. He is responsible for keeping meaningful intelligence flowing to the whole national security community and for letting his boss, the Director of Central Intelligence (DCI), and the DCI's boss, the president, know what is going on in the turbulent world of foreign geopolitics and actual or potential threats of military action.

Among the most crucial are the 1,000 men and women working in the National Photographic Intelligence Center (NPIC), where in 1962 high-flying U-2 and satellite reconnais-

sance photography received its initial readout after each flight.

In 1962, I served as DDI under John A. McCone, and on a normal day at my desk on the seventh floor in the Langley headquarters building, hundreds of pieces of information were called to my attention in one way or another to make sure I perceived the strategic implications and tried to communicate them to the director, Secretary of State Dean Rusk, Secretary of Defense Robert McNamara, Assistant to the President for National Security Affairs McGeorge Bundy, and President John F. Kennedy.

Late in the afternoon of October 15, 1962, my secure (scrambled) phone rang and a senior officer at NPIC cast all the many other thoughts and preoccupations of the DDI out

CONTINUED

CENTRAL INTELLIGENCE AGENCY
WASHINGTON 25, D. C.

9 March 1962

Dear :

Hold for White House announcement at 11 A.M. today
(9 March 1962).

This is a personal advance to you. General Carter
left Washington yesterday and is back at Fort Bliss, Texas.

I am also enclosing for release at 11 A.M. today the
announcement that Frank G. Wisner, one-time Deputy Director
for Plans, CIA, is returning to the Agency as Special
Assistant to the Director. He will be in the Washington
Headquarters at Langley, Virginia.

I have no picture of Carter but Defense should have
some.

Stanley

Bill Beale, AP

Wally Carroll, N.Y. Times

Bob Donovan, N.Y. Times

Ben Gilbert, Washington Post

Mark Watson, Baltimore Sun

John O'Rourke, Washington Daily News.

Ted Lewis, N.Y. Daily News

John Steele, Time

Ben Bradlee, Newsweek

Bob Hartman, L.A. Times

Mark Childs, St. Louis Post Dispatch

Sidney Epstein, Washington Star

Julius Frandsen, UPI

MAR 9 1962

The White House today announced the President had selected Major General Marshall Sylvester Carter, United States Army, to be the Deputy Director of Central Intelligence vice General Charles P. Cabell, USAF, resigned.

General Carter will be the principal executive officer of the Central Intelligence Agency and in the absence of the Director, John A. McCone, will be the Acting Director. Mr. McCone recommended to the President the appointment of General Carter.

Under the directive issued by the President on 16 January 1962, Mr. McCone, as principal intelligence officer to the President, will give effective guidance to the entire intelligence community and will preside as Chairman of the United States Intelligence Board. Under this same directive the DDCI will be the CIA representative on the Board and will act as the Agency's chief executive officer operating under the policy guidance of the Director. Under this plan, the Deputy Director will assume greater responsibilities.

General Carter is an outstanding officer having served in high government posts which gave him intimate knowledge of the functions of intelligence in the U. S. Government.

General Carter is now the Commanding General, U. S. Army Air Defense Center and Commandant, U. S. Army Air Defense School, Fort Bliss, Texas. He has had considerable experience in international affairs, having served as a member of the United States Delegation to the following international conferences:

- Conference of Four Heads of State, Cairo, Egypt, 1943.
- Council of Foreign Ministers, Moscow, USSR, 1947.
- Inter-American Conference for Maintenance of Peace and Security,
Rio de Janeiro, Brazil, 1947.

Second Session, General Assembly, United Nations, New York, 1947.

Ninth International Conference of American States, Bogota,
Columbia, 1948.

Third Session, General Session, United Nations, Paris, France, 1948.

General Carter served as Director of the Executive Office of the Secretary of Defense under Secretary George C. Marshall and also under Secretary Robert A. Lovett. He has had varied military service not only as a staff officer but with Coast Artillery units, with anti-aircraft artillery units, with infantry divisions, air defense commands. He was Executive Assistant to the Assistant to the Secretary of State, and in 1949 was named Deputy to the Ambassador for Military Assistance Programs for Europe with station at the American Embassy in London. He had the rank of Minister and concurrently was Deputy Chairman, European Correlation Committee.

General Carter was born at Fortress Monroe, Virginia, 16 September 1909, the son of Brigadier General and Mrs. C. C. Carter. He was married on 14 July 1934 to Preet Nichols. They have one son and two daughters. General Carter was graduated from the United States Military Academy in 1931 with a Bachelor of Science degree and in 1936 received a Master of Science degree from the Massachusetts Institute of Technology. He also was graduated from the Battery Officers' Course, the Coast Artillery School, and in 1950 was graduated from the National War College.

From second lieutenant on 11 June 1931 General Carter became a temporary

Brigadier General on 8 April 1947 and a Major General on 21 December 1955 with date of rank from 1 July 1951.

General Carter has served in Panama, China, London, Alaska, Hawaii. His decorations include the Distinguished Service Medal with Oak Leaf Cluster, the Legion of Merit with Oak Leaf Cluster; the Bronze Star Medal, and decorations from the Republic of China and the Netherlands. He is known to his colleagues as "Pat" Carter. His hobbies are hunting, fishing, camping, and ice hockey.

Regarding General Carter the late General George C. Marshall wrote:

"One of the top men of the Army. Officer of the highest integrity and dependability. Has broad knowledge of world affairs and figures."

Robert A. Lovett, former Secretary of Defense wrote of General Carter:

"General Carter is an officer of unusual ability. He is eminently qualified for high positions of trust and responsibility. He has performed brilliantly in an exceedingly difficult assignment involving unusually heavy responsibilities and severe pressure."

General E.E. Partridge, USAF, when Commanding NORAD, wrote:

"General Carter is the most outstanding senior officer who ever served with me. His ability to work with all services and foreign governments is exceptional."

General L.S. Kuter, now commanding NORAD wrote of General Carter who was Chief of Staff of NORAD:

"One of the most outstanding general officers known to me from any service. Chiefly through his sound, steady and persistent effort officers and men of the NORAD staff have been integrated into a group

dedicated only to the accomplishment of the mission assigned NORAD without any prejudice in form of any one service or any one country." Lewis W. Douglas, when Ambassador to the Court of St. James', wrote of General Carter, then Special Assistant to the U.S. Ambassador in London:

"General Carter is completely dependable and industrious; his candor combined with tact, his almost complete selflessness and high sense of responsibility; his unimpeachable integrity, courteous firmness; his ability to quickly acquire knowledge of new duties; his adaptability and likeable personality, altogether, make General Carter a person of exceptional talents."

END

LIEUTENANT GENERAL MARSHALL SYLVESTER CARTER, U. S. ARMY

Marshall Sylvester Carter, Lieutenant General, United States Army, became the Deputy Director of Central Intelligence on 3 April 1962.

On 9 March 1962 the White House announced that President John F. Kennedy had selected General Carter to be Deputy Director of Central Intelligence, on the recommendation of Mr. McCone, the Director. On 12 March 1962, the President submitted General Carter's nomination, with the rank of Lieutenant General, to the United States Senate for confirmation. After public hearing he was approved by the Senate Armed Services Committee, on 29 March 1962, and was confirmed by the Senate on 2 April 1962. On 3 April 1962, he was sworn into office at CIA Headquarters.

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During World War II, General Carter served in Panama, in China, and on the War Department General Staff. In addition, in 1943 he was a member of the U. S. Delegation to the Cairo Conference of the Four Heads of State. From July 1945 to January 1946 he was stationed in the China Theater, first as Deputy G-5 at U. S. Theater Headquarters, in Chungking, and later as G-5, in Shanghai. He became Assistant Executive to the Assistant Secretary of War, in Washington, in

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From March 1946 to March 1949 General Carter served with General George C. Marshall, first as special representative in Washington in General Marshall's China Mission and, from January 1947 on, as special assistant to Secretary of State Marshall. While at the Department of State he also served on the U. S. Delegations at the following international conferences: the Council of Foreign Ministers, in Moscow, 1947; the Inter-American Conference for Maintenance of Peace and Security, in Rio de Janeiro, 1947; the General Assembly of the United Nations, in New York City, 1947, and in Paris, 1948; and the Ninth International Conference of American States, in Bogota, Colombia, in 1948.

From March to July 1949, General Carter was on duty in London with American Ambassador Lewis W. Douglas, serving as his Deputy for Military Assistance Programs for Europe. Concurrently he served as Deputy Chairman of the European Correlation Committee. In these capacities he held the personal rank of Minister.

After a year on training and command assignments in 1949-50, in Washington and Japan, General Carter was transferred to the Department of Defense, where he served as Executive Secretary of Defense George C. Marshall, 1950-51, and to his successor, Secretary Robert A. Lovett, 1951-52. Subsequently he held the following command positions in the United States and overseas, from 1952 to 1962:

Deputy Commanding General, U. S. Army Alaska and 71st Infantry Division, November 1952-May, 1955;

Commanding General, 5th Anti-Aircraft Regional Command, Fort Sheridan, Illinois, June 1955-June 1956;

Deputy Commander, Anti-Aircraft Artillery Command, Ent Air Force Base, Colorado Springs, Colorado, June - November 1956;

Chief of Staff, Continental Air Defense Command, Colorado Springs, Colorado, September 1957-December 1959;

Chief of Staff, Eighth U. S. Army Korea, December 1959 - February 1961;

Commanding General, U. S. Army Air Defense Center, and
Commandant, U. S. Army Air Defense School, Fort Bliss,
Texas, March 1961-March 1962.

From Second Lieutenant, on 11 June 1931, General Carter became a temporary Brigadier General on 8 April 1947 and a Major General on 21 December 1955, with date of rank from 1 July 1951. On 2 April 1962 he was confirmed by the Senate in the rank of Lieutenant General. His decorations included the Distinguished Service Medal with Oak Leaf Cluster, the Legion of Merit with Oak Leaf Cluster, the Bronze Star Medal, and decorations from the Republic of China and The Netherlands.

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- Deputy Commander, Anti-Aircraft Artillery Command, Fort Air Force Base, Colorado Springs, Colorado, June-November 1956;

Chief of Staff, Continental Air Defense Command,
Colorado Springs, Colorado, November 1956-
December 1959;
Chief of Staff, North American Air Defense Command,
Colorado Springs, Colorado, September 1957-
December 1959;
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Commanding General, U.S. Army Air Defense Center
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Before his appointment to CIA, General Carter had served, from March 1961 to March 1962, as Commanding General, U.S. Army Air Defense Center, and Commandant, U.S. Army Air Defense School, both located at Fort Bliss, Texas. Previously his military career, extending over more than three decades, included numerous staff and command positions, in the continental United States, in Hawaii and Alaska, and in Panama, China, and England. In addition he has been on special assignment at the Department of State and served as a member of the U.S. Delegation at several international conferences.

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DEPARTMENT OF DEFENSE
OFFICE OF PUBLIC AFFAIRS
OFFICE OF NEWS SERVICES

MAJOR GENERAL MARSHALL S. CARTER, USA

Marshall Sylvester Carter was born at Fortress Monroe, Virginia, September 16, 1909. He was graduated from the U.S. Military Academy in 1931 and commissioned a second lieutenant in the Coast Artillery Corps. Prior to World War II, he served with various Anti-Aircraft Artillery units in Hawaii, Panama, and the United States. In addition, he served as an instructor in the Department of Natural and Experimental Philosophy at the U.S. Military Academy.

In 1942, General Carter was assigned to the Logistics Group, Operations Division, War Department General Staff. From July 1945 to January 1946 he was Deputy and Assistant Chief of Staff, G-5, Headquarters, China Theater, with station in Chungking and Shanghai. He then became Assistant Executive to the Assistant Secretary of War in Washington where he served until April 1946.

At this time, General Carter was appointed Special Representative in Washington for General of the Army George C. Marshall, then in China. This position he held until named Special Assistant to the Secretary of State in January 1947. Two years later, General Carter became Deputy to the Ambassador for Military Assistance Programs for Europe with station at the American Embassy in London. Concurrently, he served as Deputy Chairman, European Correlation Committee. In these capacities, General Carter held the personal rank of Minister. In August 1949, he was assigned by the State Department as a student at the National War College, graduating in June 1950.

Following a short tour as Commander of the 138th Anti-Aircraft Group in Japan, General Carter was recalled to Washington by General Marshall, to become Director of the Executive Office of the Secretary of Defense. General Carter served in this capacity under General Marshall and his successor, Mr. Lovett, until November 1952 when he became Deputy Commanding General of the US Army in Alaska with station at Fort Richardson. Concurrently, in November 1954, when the 71st Infantry Division was activated in Alaska, he was appointed its Deputy Commanding General.

From June 1955 until June 1956, General Carter was Commanding General of the Fifth Region, Army Anti-Aircraft Command, with headquarters at Fort Sheridan, Illinois. For the next five months, he served as Deputy Commanding General of the Army Anti-Aircraft Command in Colorado Springs, Colorado, leaving this assignment to become Chief of Staff of the newly-formed Continental Air Defense Command at Ent Air Force Base, Colorado Springs, in October 1956. When this command was expanded into the North American Air Defense Command in September 1957, General Carter also became Chief of Staff of this unified command, the first command of this type in the United States.

General Carter assumed his present duties as Chief of Staff, Eighth US Army in December 1959. Upon completion of this assignment in January 1961, he will take command of the Army Air Defense Center and Air Defense School at Fort Bliss, Texas.

He has served as a member of the United States Delegation to the following international conferences:

Conference of Four Heads of State, Cairo, Egypt, 1943; Council of Foreign Ministers, Moscow, USSR, 1947; Inter-American Conference for Maintenance of Peace and Security, Rio de Janeiro, Brazil, 1947; Second Session of General Assembly of United Nations, New York, 1947; Ninth International Conference of American States, Bogota, Colombia, 1948; and the Third Session of General Assembly of United Nations, Paris, France, 1948.

PERSONAL DATA

Date and Place of Birth - 16 September 1909, Fortress Monroe,
Virginia

Parents - Father: Brig Gen C. C. Carter, USA, deceased.

Mother: Mrs. C. C. Carter

The Kennedy-Warren Apartments

3133 Connecticut Avenue, NW

Washington 8, D. C.

Marriage - Date: 14 July 1934

Wife: Préot Nichols Carter

Children: Miss Josephine Stoney Carter, 1411 Mesa

Avenue, Broadmoor, Colorado

Springs, Colorado

Cadet Robert Marshall Carter, A-1 Co.,

US Military Academy, West Point, N. Y.

Miss Mary Coleman Carter, 1411 Mesa

Avenue, Broadmoor, Colorado

Springs, Colorado

Official Home Address - 1411 Mesa Avenue, Broadmoor,
Colorado Springs, Colorado

EDUCATION

US Military Academy

1931 - BS

Massachusetts Institute of Technology

1936 - MS

The Coast Artillery School, Battery

Officers Course

1940

National War College

1950

CHRONOLOGICAL LIST OF PROMOTIONS

Promotions

Temporary (AUS)

Permanent (RA)

2nd Lt

11 June 1931

1st Lt

1 August 1935

Captain

9 Sep 1940

11 June 1941

Major

1 Feb 1942

CHRONOLOGICAL LIST OF PROMOTIONS (Continued)

<u>Promotions</u>	<u>Temporary (AUS)</u>	<u>Permanent (RA)</u>
Lt Colonel	14 Oct 1942	1 July 1948
Colonel	24 July 1944	
Brig General	8 April 1947	
Colonel	3 Aug 1949	3 Aug 1953
Brig General	27 July 1951	15 March 1959
Major General	21 Dec 1955	
	(w/DOR 1 July 1951)	

CHRONOLOGICAL LIST OF ASSIGNMENTS

<u>Assignments</u>	<u>From</u>	<u>To</u>
Special Liaison Duty with U.S. N.A. Midshipmen's Cruise	June 31	Aug 31
Battery Officer, 12th Coast Artillery, Fort Monroe, Virginia	Sep 31	Apr 32
Battery Officer & Battalion Adj, 64th CA, (AA), Ft Shafter, Honolulu	June 32	Mar 35
Graduate Student, MIT (MS Degree)	1935	June 36
Instructor, USMA, Dept of Natural & Experimental Philosophy, West Point, N. Y.	1936	July 1939
Student Officer, Regular Course, Artillery School, Ft. Monroe, Va.	Aug 39	Feb 40
Instructor, Coast Artillery School, Fort Monroe, Va.	Feb 40	Aug 40
Battery Officer, 73d CA, (AA), Panama	Aug 40	June 41
Director, Enlisted Specialist School, Panama	July 41	Nov 41
Asst. ACofS, G-3, Panama CA Command	Nov 41	July 42
Staff Officer, OPD WDGS, Washington, D. C.	July 42	July 45
Deputy ACofS, G-5 USF/CT, Chungking China	July 45	Nov 45
ACofS, G-5 USF/CT Shanghai, China	Nov 45	Jan 46

CHRONOLOGICAL LIST OF ASSIGNMENTS (Continued)

<u>Assignments</u>	<u>From</u>	<u>To</u>
Asst Exec to Asst Secretary of War, Washington, D. C.	Jan 46	March 46
Special Representative in Washington, D. C. for Gen. G. C. Marshall (China Mission)	March 46	Jan 47
Special Assistant to Secretary of State	Jan 47	Mar 49
Deputy to American Ambassador to Great Britain with rank of Minister, and Deputy Chairman, European Correlation Committee	Mar 49	July 49
Dept of State Student, National War College	Aug 49	June 50
CO, 138th AAA Group, Japan	Aug 50	Oct 50
Exec to Secretary of Defense	Nov 50	Nov 52
Deputy CG, US Army Alaska and 71st Infantry Division	Nov 52	May 55
CG, 5th AA Regional Command, Fort Sheridan, Illinois	June 55	June 56
Deputy Commander, AAA Command, Ent Air Force Base, Colorado Springs, Colorado	June 56	Nov 56
Chief of Staff, Continental Air Defense Command, Colorado Springs, Colorado	Nov 56	Dec 59
Chief of Staff, North American Air Defense Command, Colorado Springs, Colorado	Sep 57 Dec 59	Dec 59 Feb 61
Chief of Staff, Eighth US Army, Korea.		

LIST OF CITATIONS AND DECORATIONS

Distinguished Service Medal with Oak Leaf Cluster
 Legion of Merit with Oak Leaf Cluster
 Bronze Star Medal

LIST OF CITATIONS AND DECORATIONS (Continued)

Special Breast Order of Yun Hui (Cloud & Banner, Republic of China)

Special Breast Order of Yun Hui (2nd award) (Republic of China)

Order of Orange Nassau w/swords, Commander, (Netherlands Government)

PERSONAL BACKGROUND MATERIAL

Interests and Hobbies

Hunting, Fishing, Camping, Ice Hockey and usual participation sports.

Date:

20 February 1961

ADDENDUM TO BIOGRAPHY OF MAJOR GENERAL MARSHALL S. CARTER

CHRONOLOGICAL LIST OF ASSIGNMENTS (Cont'd)

FROM

TO

Commanding General, U. S. Army Air Defense
Center and Commandant U. S. Army Air Defense
School, Ft. Bliss, Texas

Mar 61

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executive

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"One of the most outstanding general officers known to me from any service. Chiefly through his sound, steady and persistent effort officers and men of the NORAD staff have been integrated into a group dedicated only to the accomplishment of the mission assigned NORAD without any prejudice in form of any one service or any one country."

Lewis W. Douglas, when Ambassador to the Court of St. James', wrote of General Carter, then Special Assistant to the U.S. Ambassador in London:

"General Carter is completely dependable and industrious; his candor combined with tact, his almost complete selflessness and high sense of responsibility; his unimpeachable integrity, courteous firmness; his ability to quickly acquire knowledge of new duties; his adaptability and likeable personality, altogether, make General Carter a person of exceptional talents."

KMD

B I O G R A P H I C A L S K E T C H

LIEUTENANT GENERAL MARSHALL SYLVESTER CARTER, U. S. ARMY

Marshall Sylvester Carter, Lieutenant General, United States Army, became the Deputy Director of Central Intelligence on 3 April 1962.

On 9 March 1962 the White House announced that President John F. Kennedy had selected General Carter to be Deputy Director of Central Intelligence, on the recommendation of Mr. McCone, the Director. On 12 March 1962, the President submitted General Carter's nomination, with the rank of Lieutenant General, to the United States Senate for confirmation. After public hearing he was approved by the Senate Armed Services Committee, on 29 March 1962, and was confirmed by the Senate on 2 April 1962. On 3 April 1962, he was sworn into office at CIA Headquarters.

General Carter was born at Fortress Monroe, Virginia, on 16 September 1909, the son of Brig. Gen. and Mrs. C. C. Carter. He was graduated from the United States Military Academy in 1931, with the Bachelor of Science degree. In 1936 he received a Master of Science degree from the Massachusetts Institute of Technology. He was graduated in 1940 from the Coast Artillery School, and in 1950 from the National War College. He was married on 14 July 1934 to Preot Nichols. They have one son and two daughters.

During World War II, General Carter served in Panama, in China, and on the War Department General Staff. In addition, in 1943 he was a member of the U. S. Delegation to the Cairo Conference of the Four Heads of State. From July 1945 to January 1946 he was stationed in the China Theater, first as Deputy G-5 at U. S. Theater Headquarters, in Chungking, and later as G-5, in Shanghai. He became Assistant Executive to the Assistant Secretary of War, in Washington, in

January 1946, serving until March 1946.

From March 1946 to March 1949 General Carter served with General George C. Marshall, first as special representative in Washington in General Marshall's China Mission and, from January 1947 on, as special assistant to Secretary of State Marshall. While at the Department of State he also served on the U. S. Delegations at the following international conferences: the Council of Foreign Ministers, in Moscow, 1947; the Inter-American Conference for Maintenance of Peace and Security, in Rio de Janeiro, 1947; the General Assembly of the United Nations, in New York City, 1947, and in Paris, 1948; and the Ninth International Conference of American States, in Bogota, Colombia, in 1948.

From March to July 1949, General Carter was on duty in London with American Ambassador Lewis W. Douglas, serving as his Deputy for Military Assistance Programs for Europe. Concurrently he served as Deputy Chairman of the European Correlation Committee. In these capacities he held the personal rank of Minister.

After a year on training and command assignments in 1949-50, in Washington and Japan, General Carter was transferred to the Department of Defense, where he served as Executive Secretary of Defense George C. Marshall, 1950-51, and to his successor, Secretary Robert A. Lovett, 1951-52. Subsequently he held the following command positions in the United States and overseas, from 1952 to 1962:

Deputy Commanding General, U. S. Army Alaska and 71st Infantry Division, November 1952-May, 1955;

Commanding General, 5th Anti-Aircraft Regional Command, Fort Sheridan, Illinois, June 1955-June 1956;

Deputy Commander, Anti-Aircraft Artillery Command, Ent Air Force Base, Colorado Springs, Colorado, June - November 1956;

Chief of Staff, Continental Air Defense Command, Colorado Springs, Colorado, September 1957-December 1959;

Chief of Staff, Eighth U. S. Army Korea, December 1959 - February 1961;

Commanding General, U. S. Army Air Defense Center, and
Commandant, U. S. Army Air Defense School, Fort Bliss,
Texas, March 1961-March 1962.

From Second Lieutenant, on 11 June 1931, General Carter became a temporary Brigadier General on 8 April 1947 and a Major General on 21 December 1955, with date of rank from 1 July 1951. On 2 April 1962 he was confirmed by the Senate in the rank of Lieutenant General. His decorations included the Distinguished Service Medal with Oak Leaf Cluster, the Legion of Merit with Oak Leaf Cluster, the Bronze Star Medal, and decorations from the Republic of China and The Netherlands.

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